

CITY OF SAN DIEGO
M E M O R A D U M

DATE: July 26, 2006

TO: Chair and Members of the Redevelopment Agency

FROM: William Anderson, FAICP, Redevelopment Agency Assistant Executive Director/
Director of City Planning and Community Investment

SUBJECT: Redevelopment Agency Best Management Practices Study

Over the past year the Redevelopment Agency has been reviewing various proposals regarding its organizational structure. As part of this effort, the Agency contracted with the consultant team of Clarion Associates and Waronzof Associates to analyze the current operation and management of the Agency's Redevelopment Division. Attached is the final report by the Clarion-Waronzof team.

The study focused on two specific projects managed by the Redevelopment Division – the Metro Center Project in City Heights and the Las Americas Project in San Ysidro. Although the initial analysis was focused on these two projects, the consultant team researched a wide range of documents and interviewed a broad range of real estate and finance professionals, community representatives, non-profit and for-profit developers, outside agency representatives and staff of various City departments, in order to learn about the overall operation and management of the Redevelopment Division. This final report provides insight on the history and current situation of the Division as well as a number of recommendations for future administration and policy initiatives. While the consultant team was not asked to undertake any analysis of the Agency structure, their recommendations on best management practices could be applied regardless of final decisions made on the Agency's structure.

The best management practices study has already proven useful, as the Redevelopment Division has begun implementing a number of the recommendations in the report, specifically:

- Redevelopment and Planning activities are becoming more closely linked by joining together in the recently formed City Planning and Community Investment Department.
- Agency filing and record keeping is becoming more standardized on a project by project basis, including a recent initiative to scan and organize electronic files of all important documents.
- More detailed information on project areas, projects status, documents for Agency hearings and Project Area Committee meetings is being posted on the Agency web site for easier public access.
- Technical staff training has been reinstituted, after a several year lapse.

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- Efforts are underway to take a more pro-active approach in project implementation, as evidenced by developer Request for Qualifications being prepared for projects in the Barrio Logan, City Heights and Crossroads Project Areas.
- The Agency has developed and published program guidelines, funding priorities, standardized underwriting criteria and standard review procedures for its Collaborative Affordable Housing Program.

Now is considered to be an opportune time for this study to be completed and released, as the Agency is now taking a fresh look at its activities under the leadership of a new Executive Director and two new Assistant Executive Directors. We wish to thank all the individuals who volunteered time and effort to assist this study and welcome questions and comments about the study and its findings.

A handwritten signature in black ink, appearing to read 'William Anderson', with a stylized, flowing script.

William Anderson, FAICP
Redevelopment Agency Assistant Executive Director/
City Planning and Community Investment Director

WA:JL

Attachment: Focused Study of Redevelopment Practices